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CORPORATE VOLUNTEERING RESEARCH IN A CASE
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The purpose of this thesis was to conduct a case study via questionnaire survey for a high-tech giant company. The aim of the study was to measure the employee perception of Corporate Social Responsibility (CSR) and volunteerism in Beijing office with diagrams to analyze questionnaire data. The name of the company was not allowed to be showed due to confidentiality clause at case company.

The theoretical part of thesis was gathered from literatures, journals and online publications of Corporate Social Responsibility and Corporate Volunteering. The key factors that influence the development of CSR and corporate volunteering were explained and introduced. In addition, methods and techniques of designing questionnaire survey were also included.

The empirical research was to use diagrams as quantitative methods to deeply analyze research findings from questionnaires. The questionnaire survey was conducted in July, 2011 three months before start of writing the thesis. 169 respondents in Beijing office answered the questionnaire.

Three key recommendations were given for CSR department at case company in the thesis; Commit to setting up appropriate record mechanisms, Commit to increasing investment on tools and commit to cooperating with other key stakeholders. Both results of data and recommendations can be utilized by CSR department to set up more employee-oriented volunteering programs at the case company.

TABLE OF CONTENTS

1	INTRODUCTION	5
2	PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK	6
2.1	Objectives of the study	6
2.2	Conceptual framework.....	7
3	CORPORATE SOCIAL RESPONSIBILITY (CSR).....	8
3.1	Definition of CSR	8
3.2	The path to corporate responsibility	9
4	CORPORATE VOLUNTEERING	10
4.1	Definition of corporate volunteering	10
4.2	Why Company support volunteering	11
4.3	Corporate volunteering: The Win-Win-Win Situation	12
4.3.1	Benefits of employees	13
4.3.2	Benefits of the company.....	14
4.3.3	Benefits of the community	15
5	CASE COMPANY	16
5.1	Introduction of Company X.....	16
5.2	CSR at Company X.....	17
6	METHODOLOGY	18
6.1	Research methods	18
6.1.1	Qualitative method	18
6.1.2	Quantitative method	18
6.2	Survey	19
6.2.1	Questionnaire in a survey	20
6.2.2	The choice of the questionnaire	21
6.2.3	Designing the questionnaire	22
6.3	Research process.....	25
6.4	Validity and reliability	29
6.4.1	Validity.....	29
6.4.2	Reliability	29
7	RESEARCH FINDINGS	30
7.1	Respondents	31
7.2	Perspectives on CSR.....	32
7.3	The categories of interested volunteer activities.....	34
7.4	The reasons of attending volunteer activities	36
7.5	The time spent on volunteer activities	37

7.6 The reasons of keeping employees from attending volunteer activities.....	38
7.7 Open questions.....	39
7.8 Registration form results.....	40
8 RECOMMENDATIONS	43
9 FINAL WORDS	48
REFERENCES.....	50
APPENDICES	

1 INTRODUCTION

Corporate social responsibility (CSR) has been such a heated topic over years and it has already become one of core strategies for multinational corporations in their day-to-day business operations. Fortunately, I had a great opportunity to work at CSR department in a giant multinational firm, Company X in Beijing in the summer of 2011. Therefore, I was determined to write my thesis based on CSR background of the case company and questionnaire surveys about corporate volunteering conducted during my internship in order to help case company develop its corporate volunteering services.

Corporate volunteering is one of the most vital components of CSR internal strategies along with employees. In the case Company X, CSR has been becoming part of considerations when making strategic decisions. Moreover, corporate volunteering has been always treated as a key approach to establishing connections amongst three shareholders, Company X, employees and communities.

By collecting results of surveys and extensively analyzing key findings, I was wholeheartedly eager to bring up some valuable recommendations and advice for CSR department at Beijing office to launch more employee-oriented volunteering activities and events in the near future.

In addition, it was worth mentioning that information gathering and survey were conducted in July, 2011 but results analyses started in November, 2011. The questionnaires were only sent to employees in Beijing office so findings were only a reflection of employees' perspectives on volunteering activities in Beijing office rather than in Company X China Ltd. or Company X as a whole for that matter.

2 PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

2.1 Objectives of the study

The main objective of the thesis was to measure the employee perception of CSR and volunteerism in Beijing office by utilizing diagrams to analyses research findings. Results of the survey can lead to very practical recommendations for CSR department to set up more compelling and employee-centered volunteer events, finding out the causes of low participation rate in Beijing office.

Another objective of the thesis was determined to accumulate the data of employees registered to attend upcoming volunteer activities at case company in Beijing according to the results of registration form signed by employees in the survey.

So these key questions below were able to help me achieve objectives of the thesis:

Theoretical part

1. What is corporate social responsibility?
2. The path to corporate responsibility
3. What is corporate volunteering?

Empirical part

1. What does CSR mean at Company X and also at Company X China Ltd.?
2. What are the employees' attitudes toward Company X's CSR activities?
3. Which are those categories of volunteering activity that employees are most interested in?
4. The reasons for attending volunteer activities.

Based on those specific questions designed for the thesis, I collected a number of academic books and on-line documents to be capable of understanding such a state-of-the-art terminology, Corporate Social Responsibility, and gave pragmatic recommendations by analyzing results of surveys. Those recommendations can dynamically help CSR departments understand how employees in Beijing perceive of CSR and corporate volunteering.

2.2 Conceptual framework

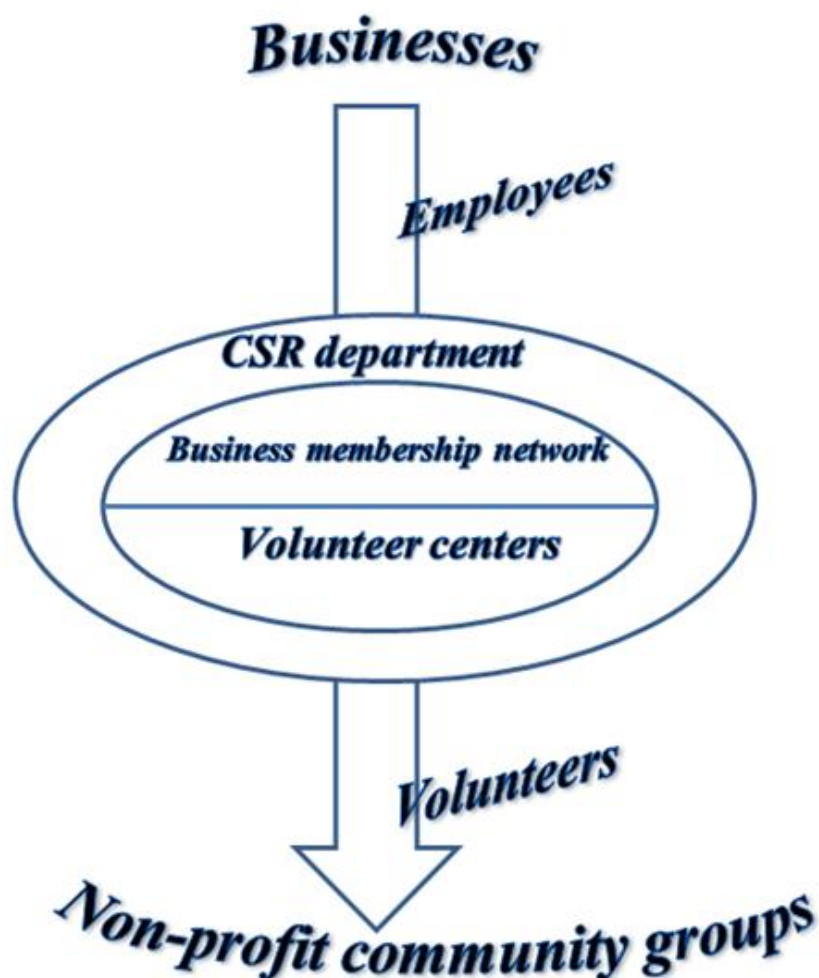


Figure 1: Conceptual Framework. Modified from Quirk, D 1998.

The conceptual framework for the thesis was a fundamental process, which illustrated the chain effect from upper level business to the end level Non-profit community groups. The framework demonstrated that it is of great importance that CSR department can be a catalyst to transform employees to volunteers as a result of cooperation with business membership network and establishment of volunteer center.

Businesses need to be a locomotive to initiate supportive involvement with employees in volunteering programs. This framework can build on a vibrant and ecological system to link businesses and community groups.

It is a very practical vehicle that can increase the level of business engagement in the community through employee involvement. For many businesses the barrier to expressing their corporate citizenship lies in how they can get involved. The beauty of this framework is that it is very practical, is action oriented, and builds on existing organizations and their networks.

Each elements of conceptual framework were taken into meticulous consideration in creating the table of contents and recommendations.

3 CORPORATE SOCIAL RESPONSIBILITY (CSR)

3.1 Definition of CSR

Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources (Kotler & Lee 2005, 3). A key word above the definition is discretionary, which means that it is referring to a voluntary commitment a business makes in choosing and implementing these practices and making these contributions.

There are also some other distinct definition of corporate social responsibility. One from the World Business Council for Sustainable Development describes CSR as ‘business commitment to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life’. The organization Business for Social Responsibility defines CSR as ‘operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public expectations that society has of business.’ (Kotler & Lee 2005, 3.)

Many CSR efforts are no more than PR campaigns arranged to develop corporate brands by creating the appearance of ‘good corporate citizens’. In fact, CSR is committed to solving social ills and giving company a competitive edge. Perceiving CSR

as building shared values rather than as damage control or as a PR campaign will require dramatically different thinking in business. Each company with CSR spirit can identify a set of societal problems and aim to help solve those problems from which firm can gain the greatest competitive benefit. (Porter & Kramer 2004, 3-7.)

3.2 The path to corporate responsibility

Companies don't become model citizens overnight. Take Nike as a good example: when protestors were concerned about the condition of sweatshop at its overseas suppliers, Nike just claimed, "It's not our job to worry about other countries' labor code." Later it just hired auditing firms to verify enforcement of labor codes. Zadek (2004, 36) recommended this approach: "shift your mind-set from safeguarding your reputation to reinventing your business in ways that make a real difference to society and here's the figure of the path to corporate responsibility." (Zadek 2004, 36-38.)

Therefore the main issue is primarily based on how a organization can become a good corporate citizen. Zadek suggests that every company must navigate through five stages to be civil in the end.

Stage 1 Defensive

Companies refuse to carry out any social responsibility issues in their agendas, which of those could affect short-term sales, recruitment, productivity and the brand. They say "It's not our job to fix this". (Zadek 2004, 36-42.)

Stage 2 Compliant

Companies attempt to adopt a policy-based compliance approach as a cost of doing business, mitigating the decreased economic value in the medium term because of ongoing reputation and litigation risks. They say "We'll do just as much as we have to". (Zadek 2004, 36-42.)

Stage 3 Managerial

Companies are determined to give managers responsibility for the social issues and integrate responsible business practices into daily operations, mitigating the medium

term erosion of economic value and achieve long-term gains. They say “It’s the business, stupid”. (Zadek 2004, 36-42.)

Stage 4 Strategic

Companies integrate the societal issue into their core business strategies to enhance economic value in the long run and gain first-mover advantage over rivals. They say “It gives us a competitive edge”. (Zadek 2004, 36-42.)

Stage 5 Civil

Companies promote broad industry participation in corporate responsibility to enhance long term economic value and gain through collective action. They say “We need to make sure everybody does it.” (Zadek 2004, 36-42.)

These five stages demonstrates clearly the evolution process from rudimentary level to sophisticated civil corporation in dealing with challenges of corporate responsibilities as well as shows the psychological perception of different stages from company perspective.

4 CORPORATE VOLUNTEERING

4.1 Definition of corporate volunteering

Community volunteering is an initiative in which the corporation supports and encourages employees, retail partners and franchise members to volunteer their time to support local communities. In this thesis, the main aspect of community volunteering focused on employee volunteering which is viewed by many firms as one of the most genuine and satisfying of all forms of corporate social responsibility involvement. (Kotler & Lee 2005, 175.)

Corporate support for employees volunteering contain a great number of programs that are committed to encourage employees to help those communities by volunteer-

ing their talents, expertise, ideas and physical labor etc. There are some examples of typical programs below:

1. Suggesting specific charities that the employee might want to participate and provide detailed information of how to get involved.
2. Organizing volunteering team for a specific event, for example employees make their home-made cakes for homeless children.
3. Providing paid time off to do volunteer works for employees.
4. Awarding cash grants to local charities where employees spend time volunteering. The number of grants is based on the service time spent by employees.
5. Recognizing exemplary employee volunteers through internal gestures, awards and recognition of service etc.
6. Setting up varied projects including community projects, health and safety-related projects and environmental projects. (Kotler & Lee 2005, 176-178.)

4.2 Why Company support volunteering

Corporate volunteering is an accepted and common business practice and initiative all over the world. Those corporate volunteering programs developed rapidly in the 80's and 90's. By supporting volunteerism, companies can enhance images as 'good corporate citizen' and strengthen cooperation with communities and their respective leaders. Moreover, Volunteerism can also make great impact on employees' motivation and pride, assisting companies to recruit and retain qualified employees. On the whole, it can increase firms' brand attention and recognition and sales in the end, and generate a long term positive economic benefits for companies. (Quirk, D 1998, 9-10.)

‘Volunteerism is one of the investments corporations can make in civil society to ensure their won long-term vitality. This investment supports not only their long-term success, but in the short-term can enhance their public image, strengthen employee skills, improve morale and increase their recruitment and retention of talent.’

Greg Baldwin

Group Director, Marketing and Communications

VolunteerMatch

Volunteering programs are aiming at contributing to establishing enduring relationships with local communities, attracting and retaining employees, leveraging involvement and investment in social activities, contributing to business goals, enhancing corporate image and providing opportunities to showcase products and services. (Kotler & Lee 2005, 205.)

4.3 Corporate volunteering: The Win-Win-Win Situation

The key to sustain the development amongst three shareholders, business, employees and communities is to find a balance to achieve three wins situation. Three parties can get what they desperately need at the moment in light of the characteristic of each party. Businesses start finding a qualified community that they can take full advantage of their key skills to improve its condition. Employees also need to be enthusiastic about the activities they attend. In the end, community need to cooperate with employees to launch more tailored volunteering programs to meet the need of local society where business operate.

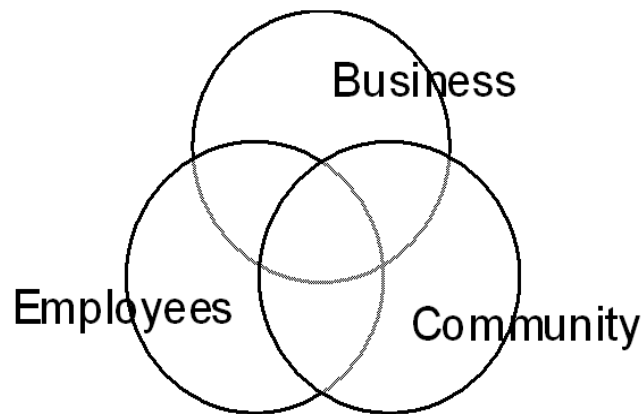


Figure 2: Ecosystem of three stakeholders. Adapted from Business for Social Responsibility (BSR) 2010

4.3.1 Benefits of employees

As for employees, it is generally acknowledged that volunteering activities can provide a great number of opportunities for employees to enhance their skills and teach them how to handle multiple tasks in a teamwork environment. In the long run, volunteerism can develop employees' communications skills and reduce stress at the same time.

Increase Employee Morale

Corporate volunteer programs can help employees gain a sense of accomplishment and motivation. As a result, the level of pride and self-recognition are elevated. So volunteering can just make employees feel good and raise their moral in the workplace. (Quirk, D 1998, 14-15.)

Enhance professional and leadership skills

It is a pretty pragmatic but vital reason why employees choose to take part in volunteer programs in order to obtain a variety of professional skills ranging from planning, communications and time management to project management and budgeting, decision-making and problem-solving skills. (Quirk, D 1998, 14-15.)

Make employees aware of community needs and issues

Employees can be exposed to many potential situations where communities are suffering very distressing issues which our society are not familiar with or concerned about to date. (Quirk, D 1998, 14-15.)

4.3.2 Benefits of the company

Most of benefits that company could possibly receive already mentioned in the previous chapter 4.2. In general, I also would like to pick up three key benefits from the perspective of the company.

Build Image as ‘Good Corporate Citizen’

Companies encourage and support volunteerism in order to be a good corporate citizen and to find a effective way to demonstrate its commitment to society to others. Those volunteering programs can help or strengthen very strong relations with stakeholders, e.g., government agencies, political leaders, media and the public etc. As a result, it will generate a good will all over the company and the external world. (LBG Associates 2005, 14-15.)

Help attract customers, potential employees and business partners.

Undoubtedly, by the promotion of volunteering programs HR managers believe that company can benefit from volunteerism to recruit talented people and attract new candidates. Additionally, executives believe that by actively supporting volunteerism in the company they are better able to retain customers and employees and even have impact on the choices when people make when choosing a product, even selecting a qualified but responsible business partner. (LBG Associates 2005, 14-15.)

Help implement business strategies and objectives

Corporate volunteer programs can lower operating costs, increase sales, create shareholder value and eventually lead to a greater profitability, in the sense that volunteerism is an approach to increase awareness for the company and its products, increase customer loyalty and potentially impact sales. (LBG Associates 2005, 14-15.)

4.3.3 Benefits of the community

In addition to the benefits for both companies and employees, volunteerism can also generate benefits for local communities where businesses operate and live. Companies are not only committed to generating benefits for their own but also sharing their success and commitment and giving something back to societies and communities.

Help communities become healthier, better places to live and work

It is very important that companies can use their expertise and know-how to raise the condition of communities where they operate, and help communities solve societal problem by investing money, technologies and labor time. (Quirk, D 1998, 16.)

Bring communities closer together

With the help of volunteers with skills from corporate, communities can be developed in terms of those tricky issues that they don't have skilled people to handle. Volunteer programs can help different communities cooperate much closer than before, playing a role of catalyst to bring diverse groups, ethnicities and populations closer together. (Quirk, D 1998, 16.)

Raise awareness of issues, needs and organizations

One of the most vital benefits for communities is that corporate volunteer programs can bring great attention to issues and needs of communities. Under the circumstance that companies help promote the profile of communities they volunteer for, those communities and activities can be known by more and more people in society and receive more supports from different parts of societies. (Quirk, D 1998, 17.)

5 CASE COMPANY

5.1 Introduction of Company X

The case company is an American multinational corporation and the world leader in silicon innovation, developing technologies, products and initiatives to advance how people work and live. (Website of case company 2012)

The case company is the world's largest semiconductor chip maker in terms of revenue. It has been aiming at advancing integrated digital technology, primarily integrated circuits for computing and communication industries. The case company serves customers currently in more than 120 countries and had 82,500 employees in the year-end of 2010 in more than 50 countries. (Corporate Responsibility Report of case company 2010, 5-7)

The mission of the case company is to create and extend computing technology to connect and enrich the lives of every person on earth. The six key values of the case company consist of customer orientation, results orientation, GPTW (great place to work), quality, discipline and risk taking. (Website of the case company 2012)

Last but not the least the fundamental objectives of case company to become the key player in the area of information technology and continue to be the innovator are:

- Grow PC and Datacenter business with new users and uses
- Extend case company Solutions to win in adjacent market segments
- Create a continuum of secure, personal computing experiences
- Care for our people, the planet, and inspire the next generation (Website of case company 2012)

It was worth mentioning that the parent company is a global multinational yet the case company specifically applied to my thesis is the Beijing office, China, a subsidiary of the company.

5.2 CSR at Company X

The case company is undoubtedly a vital pioneer to innovate and advance its leadership in corporate responsibility. At case company, they integrate their corporate responsibility into key business strategies. One of the four objectives in their global strategy mentioned in Chapter 5.1 is, 'Care for our people, the planet, and inspire the next generation', which explicitly embodies the importance of corporate responsibility in the case company.

Care for our people. They work to create a safe, respectful and ethical work environment all along, investing a great amount of money on employees training and mentoring. By investing in their employees, in 2010, more than half of their workforce donated more than 1 million hours of service in schools, communities and non-profit organizations globally. (Corporate Responsibility Report of case company 2010, 3)

Care for the planet. Development of energy-efficient computing technologies is a key effort to help customers reserve energy and tackle the issues of climate change. Over the past three years, the case company has been the largest voluntary purchaser of green power in the U.S. In 2010, they also opened the first Leadership in Energy and Environmental Design (LEED)-certified building, a design center in Israel. (Corporate Responsibility Report of case company 2010, 3)

Inspire the next generation. Developing a solid math and science foundation coupled with key skills such as problem-solving, critical thinking and collaboration is the DNA in the case company in order to drive innovation. Over the past ten years, the Foundation named after the case company has invested more than 1 billion dollars to improve education globally. In 2010, it announced 200 million dollars commitment to advance math and science education in the US. (Corporate Responsibility Report of case company 2010, 3)

The main subject of this thesis was to aim at resolving issue of corporate volunteering in Beijing office without touching further on other related corporate responsibility concerns at the case company.

6 METHODOLOGY

6.1 Research methods

6.1.1 Qualitative method

Qualitative method is conducted by a range of prolonged contact with life situations which are reflective of the everyday life of individuals, groups, societies and organizations (Miles & Huberman 1994, 6). Coffey and Atkinson (1996) groups qualitative research strategies into four main categories:

- Understanding the characteristics of languages
- Discovering regularities
- Comprehending the meaning of text or action
- Reflection

Qualitative data are based on meanings expressed through words and its collection results in non-standardized data requiring classification into categories. The analyses of qualitative method are conducted through the use of conceptualization. (Saunders, Lewis & Thornhill 2003, 378.)

6.1.2 Quantitative method

Quantitative method generates numerical data that can be converted or applied into numbers. Quantitative method is standardized and statistical (Flick 2011, 13). It can also be characterized by surveys, pie charts and statistical reliability. (Grossnickle & Raskin2001, 50.)

Quantitative data are based on meanings derived from numbers and its collection results in numerical and standardized data. The analyses of quantitative are conducted through the use of diagrams and statistics. (Saunders, Lewis & Thornhill 2003, 378.)

In this thesis both qualitative and quantitative were used however the quantitative method was the primary approach to analyzing questionnaire used in the process of data collection.

6.2 Survey

Surveys are often used in the business research and analyses simply because it is a very efficient way get information needed (Alreck & Settle 1995, 3). They allow the collection of a large amount of data from a sizable population. Often obtained by using questionnaire, these data are standardized with easy comparison. (Saunders, Lewis & Thornhill 2003, 92.)

Using a survey strategy can give researchers more control over the research process. However, a great amount time will be consumed in designing and piloting the questionnaire (Saunders, Lewis & Thornhill 2003, 92). The purpose of a survey is to obtain people's views of why they think, believe, value or feel in order to discover these views to support an argument. (Jankowicz, 1995, 182-183).

Survey research is extremely popular nowadays in the form of inquiry, which is an efficient way to collect information and surveys are used so often because they offer many advantages to those seeking data.

Flexibility and versatility

Surveys can be designed to measure either complex things such as people's attitudes, preferences and perception or simple things such as people's physical or demographic characteristics. It can also cover several respondents or even hundreds of respondents from different social economic background. Moreover, survey data can be collected by many different means, personal interviews, telephone interviews or questionnaire etc. (Alreck & Settle 1995, 6.)

Specialization and efficiency

The cost of survey can be varied based on the needs and the budgets of those seeking information. A survey could cost only a few hundred dollars or hundreds of thou-

sands of dollars, taking a few days or even several months to accumulate data according to the size of sampling. The use of well-designed and well-organized instruments can lead to the efficiency of survey research as well. (Alreck & Settle 1995, 6.)

6.2.1 Questionnaire in a survey

Questionnaire was used as an instrument to collect data in this thesis solely so there was no other survey research to support findings. The questionnaire was designed in Chinese for the use of data collection in Beijing office (see Appendix 1) but it was translated literally into English version (see Appendix 2) for the purpose of this thesis.

A good questionnaire is not just a list of question but also the ultimate performance of the survey strategies. There are various definitions of the term ‘questionnaire’. Some people (Kevin 1999) define it exclusively for surveys where the person answering the question actually records their own answers. Others (Bell 1999) use it as a more general term to include interviews that are administered either face to face or by telephone.

Questionnaire is one of the most widely used survey data collection methods. Because respondents are asked to answer same sets of questions, it definitely provides an efficient way of collecting responses from a large sample before quantitative analysis. A good questionnaire should include following attributes in order to have high response rate, validity and reliability:

- Careful design of individual questions
- Clear layout of the questionnaire form
- Lucid explanation of the purpose of the questionnaire
- Pilot testing
- Carefully planned and executed administration (Saunders, Lewis & Thornhill 2003, 281.)

6.2.2 The choice of the questionnaire

There is a list of what those factors can influence the choice of questionnaire:

- Characteristics of the respondents from whom you wish to collect data
- Importance of reaching a particular person as respondents
- Importance of respondents' answers not being contaminated or distorted
- Size of sample you require for your analysis, taking into account the likely response rate
- Types of question you need to ask to collect your data
- Number of questions you need to ask to collect your data (Saunders, Lewis & Thornhill 2003, 281.)

After verifying the factors of questionnaire and objectives of survey it is very important to select the most suitable questionnaires attribute.

On line questionnaire

It is suitable for respondents who can be reached by email or internet, covering large size of example with a relatively lower response rate. Suitable types of question include closed questions but not too complex, complicated sequence.

Postal questionnaire

Respondents can be contacted by post, selected by names, household and organization etc. Yet it can't make sure whether the right person answers the questionnaire. It also covers a large size of example under a still low response rate, taking 4-8 weeks from posting to complete collection

Delivery and collection questionnaire

Respondents can be contacted face to face and the size of example can be controlled on a scale of respondents. The response rate remains high, 30%-50% reasonable response rate. It can collect data very quickly depending on the size of example.

Telephone questionnaire

Respondents who can be telephoned are suitable for this attribute. The response rate is very high owing to direct contact with respondents. Open and closed questions are fine, but only simple questions. The size of example depends on the number of interviewers as well.

Structured interview

Any individual respondent is suitable for structured interviews, selected by name, household and organization etc. It might take some time with interviewees to conduct structured interview with both open and closed questions and complicated questions. The size of example depends on the number of interviewers and response rate is pretty high. (Saunders, Lewis & Thornhill 2003, 284.)

6.2.3 Designing the questionnaire

The design of each question in a questionnaire should be determined by the data which need to be collected. The validity and reliability of the data and the response rate depend on to a large extent on the design of questions.

Most types of questionnaires are a combination of open and close questions. Open questions refers to as open-ended question (Dillman 2000), allowing respondents to give answers in their own way. Whereas, closed questions refers to as closed-ended question, providing a number of alternative answer from which respondent is instructed to choose. I explained five type of close question identified by Youngman (1986) coupled with open question below. (Saunders, Lewis & Thornhill 2003, 292.)

Open questions

Open question is used widely in a questionnaire if interviewers are unsure of the response. The advantage of open-ended responses is that they allow for all types of answers by not restricting the respondent to choosing from a pre-defined list. But these advantages can become problematic if you want to analyze the data. To be more than an interesting reading, this type of data must be converted into numerical format to be analyzed. (Grossnickle & Raskin 2001, 171.)

Example of open questions

7. Please list up three things you like about your job:

1. _____
2. _____
3. _____

Five types of closed questions

List questions

List question is the respondent is offered a list of items from which they can select. Such questions are useful when you need to be sure that the respondent has considered all possible response. But the list of response must be defined clearly and accurately so that respondents can select possible answers from the list. (Saunders, Lewis & Thornhill 2003, 295.)

Example of list questions

8. Please tick ✓ the box in the provided column for sports activities you attended in the last month.

If you have not attended any event, please leave the box blank.

Sports activities	attended
Football	<input type="checkbox"/>
Basketball	<input type="checkbox"/>
Swimming	<input type="checkbox"/>
Squash	<input type="checkbox"/>
Running	<input type="checkbox"/>

Category questions

Category questions means that only one response can be selected from a given set of categories. Such questions are particular useful if you need to collect data about behavior or attribute. The number of categories that you need to include is based on background research about respondent inclination toward this question. (Saunders, Lewis & Thornhill 2003, 296.)

Example of category question

9. How often do you go to gym center?

Interviewer: listen to the respondent's answer and tick \surd as appreciate

- Once a week
- Twice a week
- Three times a week
- More than four times a week

Ranking questions

Ranking question is to ask respondents to place something in order. This means that you can discover their relative importance to the respondent. With this question, you need to ensure that the instructions are clear and will be understood by the respondent. It would be too time consuming for respondents to rank more than seven and eight item. (Saunders, Lewis & Thornhill 2003, 297.)

Example of scale questions

10. Please number each of the factors listed below in order of importance to you in your choice of a car. Number 1 the most important and the next 2 and so on.

Factor	Importance
Acceleration	()
Boot size	()
Depreciation	()
Safety features	()
Fuel economy	()
Price	()

Rating or scale questions

Rating or scale questions are often used to collect opinion data. The most common approach is to ask respondents how strongly they agree or disagree with a statement or series of statements, usually on a four or five rating scale. You should include both positive and negative statements in order to ensure that the respondents can reach both sides of scale and think which box to tick. (Saunders, Lewis & Thornhill 2003, 297.)

Example of rating or scale questions

11. For the following statement please tick \surd the box that matches your view most closely.

I feel that corporate social responsibility is important to a company

Agree

Tend to agree

Tend to disagree

Disagree

Quantity questions

The response to a quantity question is a number which gives some characteristics to collect behavior and attribute data. (Saunders, Lewis & Thornhill 2003, 298.)

Example of quantity questions

12. What is your birth date?

1	9		
---	---	--	--

6.3 Research process

Research process of this thesis was different from other typical thesis research process. Author firstly started designing questionnaire and collecting data in the summer of 2010 when working as a summer intern in the case company before completing theoretical part of the thesis in the end of January 2011. Nonetheless, this questionnaire survey was regarded as both reliable and valid.

Having worked at the case company, Beijing for three months in the department of corporate social responsibility, author worked with my colleagues in a wide range of CSR-based activities and events

There were three reasons why CSR team decided to conduct a questionnaire survey for the case company. Firstly, there was a fact that volunteering participate rate in Beijing office was lower than other three offices in China, Chongqing, Dalian and Shanghai, by approximately 20 percent. They thought a survey could be a good method to discover the truth of low participation rate. Secondly, they wanted to understand how employees perceive company's CSR strategies and volunteering pro-

grams through questionnaires. Lastly, they attempted to recruit more volunteers and get more employees resisted in corporate volunteering programs. Therefore CSR team divided the questionnaire into two parts respectively - the first part was regular question and the second part was registration form itself, encouraging employees to register volunteering programs in the campaign then and there.

CSR team agreed that the campaign, 'Why I work at the case company' was an excellent opportunity to conduct the questionnaire survey because all the employees in Beijing would be present in this campaign and delivery and collection questionnaire method can lead to high rate of response and relatively trustworthy results. Moreover, it would be a phenomenal promotion of CSR and volunteering programs exposed to employees.

In this one-day annual campaign, organized by HR department in the largest company conference room, there were five booths representing five different themes, Total Pay & Stock, Health & Wellness, Career Development, GPTW (great place to work) and Community Programs to promote five key benefits of working at for employees. This campaign was arranged and subsidized by HR department and our booth, Community Program, prepared a number of delicate gifts for employees who answered our surveys. Employees could come to these five booths at any time that day and apparently CSR team was asking each of them to answer questionnaire in order to get those fascinating gifts, including three levels of gift packages.

Package 1: Key chain & Jigsaw

Package 2: mouse pad & umbrella

Package 3: Vacuum mug & pedometer & LED headlight for camping

(Company's logo was engraved on the every single gift)

CSR team decided to give these three-level gifts packages on a basis of how well employees answer questionnaires, completing regular questions eligible for package 1, completing regular question and open question eligible for package 2, completing regular question, open question and registration form eligible for package 3. In the sense, they could definitely stimulus employees not only to fill up the questionnaire but also to register volunteering programs in Beijing.

There were also five posters designed for each booth in this campaign. (See appendix 3). Each poster was able to introduce very useful and detailed information to employees who showed up in this campaign. Fortunately, our booth was able to have one more posters with HR department permission to promote volunteering activities. And explanations of these two posters were provided below whereas posters of other four booths were not to be illustrated.

As mentioned, two posters were designed for the booth of Community Programs. The first poster had a sky blue background with many volunteer pictures being set as a heart shape in the middle of the post. The theme of this poster was to promote 'I am in' campaign which is the largest volunteering event across the case company. At the bottom of this poster, it provided several channels where employees can get registered in this activity and every single minute spent by volunteer will be counted on the record and the total amount of volunteering time will be published in the annual Corporate Social Responsibility report of the case company.

Another poster introduced three domestic volunteering activities arranged by CSR department in China solely. There are Social Innovation Awards for Non-Profit (IANP), Cloudnpo.org and ICT volunteer Alliances. IANP is initiated by the case company, China Ltd. and the Chinese Ministry of Civil Affairs to award prizes for excellent Chinese Nonprofit Organizations (NPOs) annually. Those winners can share more than 1 million Yuan as rewards. IANP is aiming to cultivate more and more NPOs in China by helping them take full advantage of high technology and IT skills to promote social innovation in China.

Cloudnpo.org is an online platform where three shareholders of social innovations, businesses, community and volunteers can communicate and discuss their experiences of volunteering activities. Meanwhile, businesses also post a wide range of goods and materials for donations and community call on the latest volunteering activities.

Information and Communication Technology (ICT) Volunteer Alliance is set up by the case company, Baidu, Ericsson and Business for Social Responsibility (BSR) to establish an open network of volunteers with IT and communications skills. In coop-

eration with Cloudnp0.org, ICT Volunteer Alliance can gather skilled volunteers to assist communities to improve IT capacity development.

The questionnaire survey was one of the key parts for CSR department to intend to conduct in 'Why I work at the case company' campaign. And author was told to start independently drafting the first version of questionnaire three weeks before the campaign and then submitted it to his manager and colleagues for advice and modification. In the first team meeting CSR team spent five hours on redesigning questions format and registration form and in the end a proper but pragmatic questionnaire emerged. They later had two more team meeting to confirm the final version of questionnaires. CSR team eventually completed the final version of questionnaire three days before the campaign. (See appendix 2)

First and foremost, the questionnaire contained six closed questions and one open question coupled with a registration form within a single A4 page. Respondents can conveniently go through every question within just one page. On the top right corner of the page it was printed on the logo of case company's volunteering program. Respondents firstly started with three simple background questions, names, departments and WWID (World Wide Identification) which is the exclusive code for Individual employee at case company. With WWID, CSR department were able to check his or her personal information.

Questionnaire survey was made up of six closed question and one open question. The first two questions were aimed to find out how employees perceived CSR at case company and the rest four questions were related to volunteering programs. At last, employees can give recommendation about volunteering programs underneath open question.

The second component of this questionnaire was registration form with three closed questions and one open question. For those of employees who were interested in taking part in the volunteering programs can get register through registration form. The foot note of the questionnaire was a reminder that employees can receive gifts bags after retuning questionnaire to the booth of Community Programs.

6.4 Validity and reliability

6.4.1 Validity

The validity of the research means that the study has been conducted successfully. Validity indicates that it measure what it is supposed to measure. Validity of questionnaire is usually high because the analysis is based on respondents' own experience. (Lin & Jones 1997, 5.)

To be valid it must be free of external factors that systematically push or pull the results in one particular direction. Prior to using questionnaire to collect data it should be pilot tested in order to ensure validity. (Alreck & Settle, 1995, 58)

In the case of this study, the validity of the questionnaire can be affected by the respondents who haven't attended volunteering programs before but just were eager to get gifts. However, they can at least make sure the validity of the first two questions about CSR of the case company.

The questionnaires were written in Chinese and there were four colleagues responsible for delivering and collecting questionnaire the other day. They were more than welcomed to take any questions from employees concerning questionnaire. There were 285 respondents answering questionnaire out of 798 employees in Beijing office. Therefore, validity of this study can be good.

6.4.2 Reliability

Reliability means the research results are accurate and authentic – low level of random error. The most fundamental test of reliability is repeatability, meaning to get same data from several measurements made in the same way. (Alreck & settle, 1995, 58-59.)

Reliability indicates that the results of study are reported correctly based on the material collected. In the case of questionnaire, it means that the answers must represent authentic opinions from respondents. (Saunders, Lewis & Thornhill 2003, 310.)

Lin & Jones (1997) said that in order to have more reliable results the sample should be big enough, in minimum of 20 to 50 respondents but more than 100 respondents reach a better reliability. In the sense, this questionnaire was very reliable. Around a third of employees in Beijing submitted questionnaire, which can represent general opinions and attitudes in terms of volunteering programs.

7 RESEARCH FINDINGS

Findings of questionnaire survey were presented in chapter seven. The survey collected 169 questionnaires from employees who attended the ‘Why I work at the case company’ campaign. Every question in the questionnaire were quantitatively analyzed for the sake of better understanding of survey and giving more accurate and comprehensive in recommendations.

The graphs were presented in the sequence of questions shown in the questionnaire. Detailed explanations were given under each analytical figure or table. Any further recommendations and analyses were not included in the research findings.

7.1 Respondents

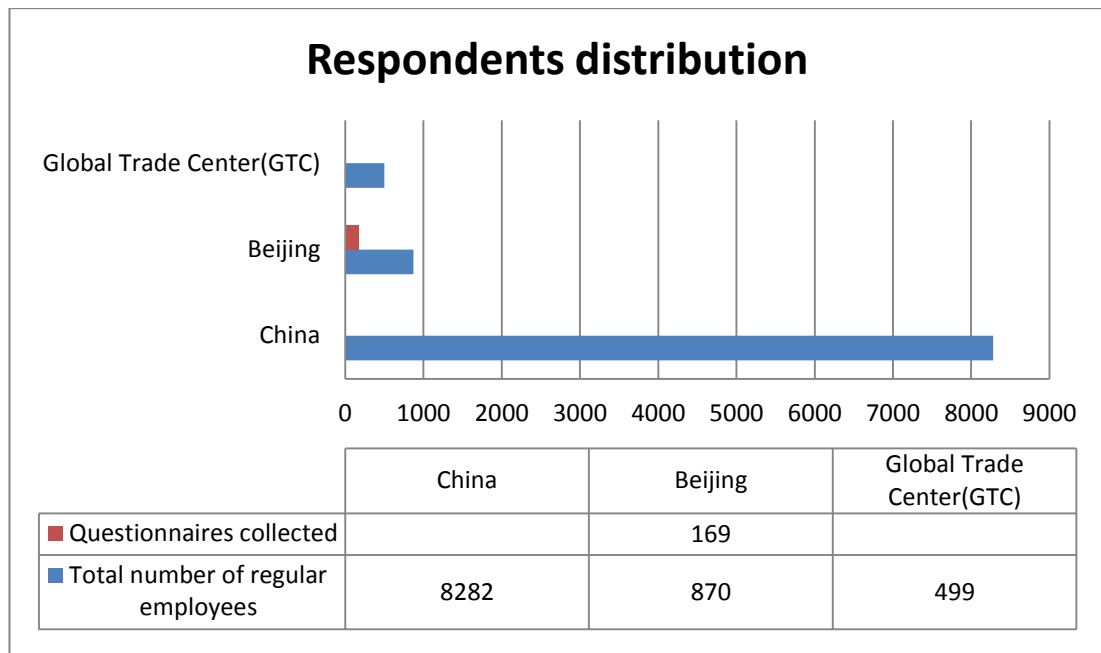


Figure 3: The number of respondents and respondents' distribution

The collection of questionnaires was conducted during the one-day campaign of 'Why I Work At the case company'. This event was arranged on the fifth floor of Global Trade Center (GTC) where majority of employees (499) work in Beijing. However, there are still 371 employees who most are engineers and software developers working in the research and development (R&D) laboratory located in the north of Beijing. For this reason, approximately 95 percent of respondents of the survey were based in GTC in the light of on-site observation while collecting questionnaires rather than scrutinized statistics.

The groups of respondents were primarily from Sales & marketing Group (SMG), Corporate Affair Group (CAG) and Software Service Group (SSG) due to the fact that these three groups have a great number of employees in GTC, Beijing.

The response rate was 19, 43% on the basis of the total number of regular employees in Beijing however, as mentioned earlier, a host of respondents are based in GTC so the factual response rate was theoretically higher if the base number of employees in Beijing is 499 instead of 870. In a whole, the response rate is acceptable and high enough to provide data collection and analysis with powerful support.

7.2 Perspectives on CSR

From subchapter 7.2 to subchapter 7.6, it gave explanations and analysis on the first part of questionnaire survey through graphs and diagrams aiming at every single question.

In this subchapter, it showed how employees thought of CSR and rated the importance of CSR on a scale ranging from very important to unimportant. The case company and CSR department can realize to what extent employees understand CSR for the case company through the first two questions of questionnaire.

In the question 1, there were seven options available to respondents for which they think that CSR department should be responsible, including Volunteer Activity & Community construction, Education, Environmental Protection, Nonprofit Organizations (NPOs) Construction and Cultivation, Small-medium Enterprises (SMEs) Innovation Capability Construction and Cultivation and Others.

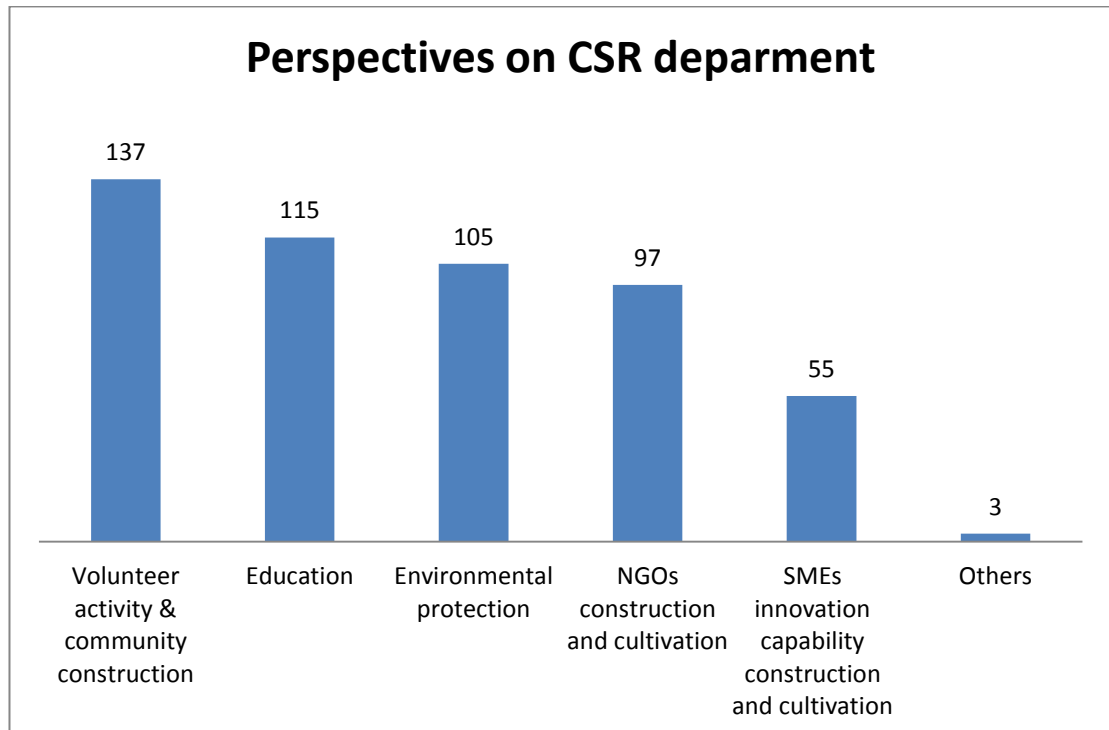


Figure 4: Perspectives on CSR department from respondents

The graph above presented data relating to employees perspectives on CSR. A random sample of 169 employees was surveyed. 27 percent of respondents thought CSR department should be responsible for Volunteer Activity & Community Construction, followed by 22 percent of respondents opting for Education. And there are still 20 percent and 19 percent respondents indicating that CSR should focus on Environmental Protection and NPOs construction and cultivation respectively. SMEs Innovation Capability Construction and Cultivation was less concerned due to mere 11 percent of respondents who selected this option.

In the question 2, it required respondents to rate the importance of CSR strategies for the case company's long term development on five scales. In the Corporate Social Responsibility 2010 report, it was specifically stated that CSR strategies is one of the four global strategies in the development of the case company as a key determinant of company's success to innovate and advance. Therefore, understanding whether employees care about CSR as much as company does was a vital measure for CSR department to further investigate the importance of CSR from perspectives of employees. Through this campaign and question 1 and 2, it was also a good opportunity to promote CSR in the case company and develop closer connections with employees.

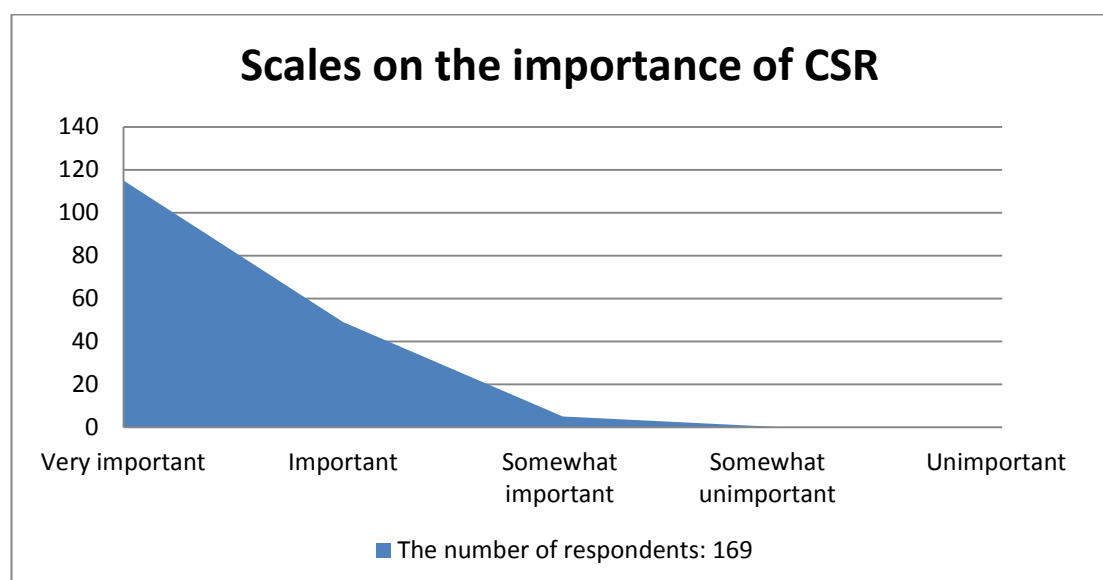


Figure 5: General opinion on the importance of CSR at case company

169 respondents were surveyed and the five different attitudes toward CSR strategies in a descending order were plotted on the vertical axis - Very important, Important, Somewhat Important, Somewhat Unimportant and Unimportant. The graph demonstrated that 115 respondents, dominantly representing 68 percent the total number of respondents, selected Very Important in this question and 49 respondents went for Important. In addition, the number of respondents plummeted into a mere 5 who chose Somewhat Important and no respondents considered CSR strategies were Somewhat Unimportant or Unimportant.

7.3 The categories of interested volunteer activities

In the question three, seven options were listed and respondents can select which one they are mostly interested in attending, consisting of Environmental Protection, Community Activity, Medical and Health Services, Arts, Caring for the Young Children, The Elderly and The Disabled etc., Volunteer Activities related to Professional Knowledge and Others.

Employees' preference to volunteer activities can be measured from this particular question. The CSR department can take full advantage of the results of this question to devise more employee-oriented volunteer activities and get insights into the tastes of employees amongst volunteer activities.

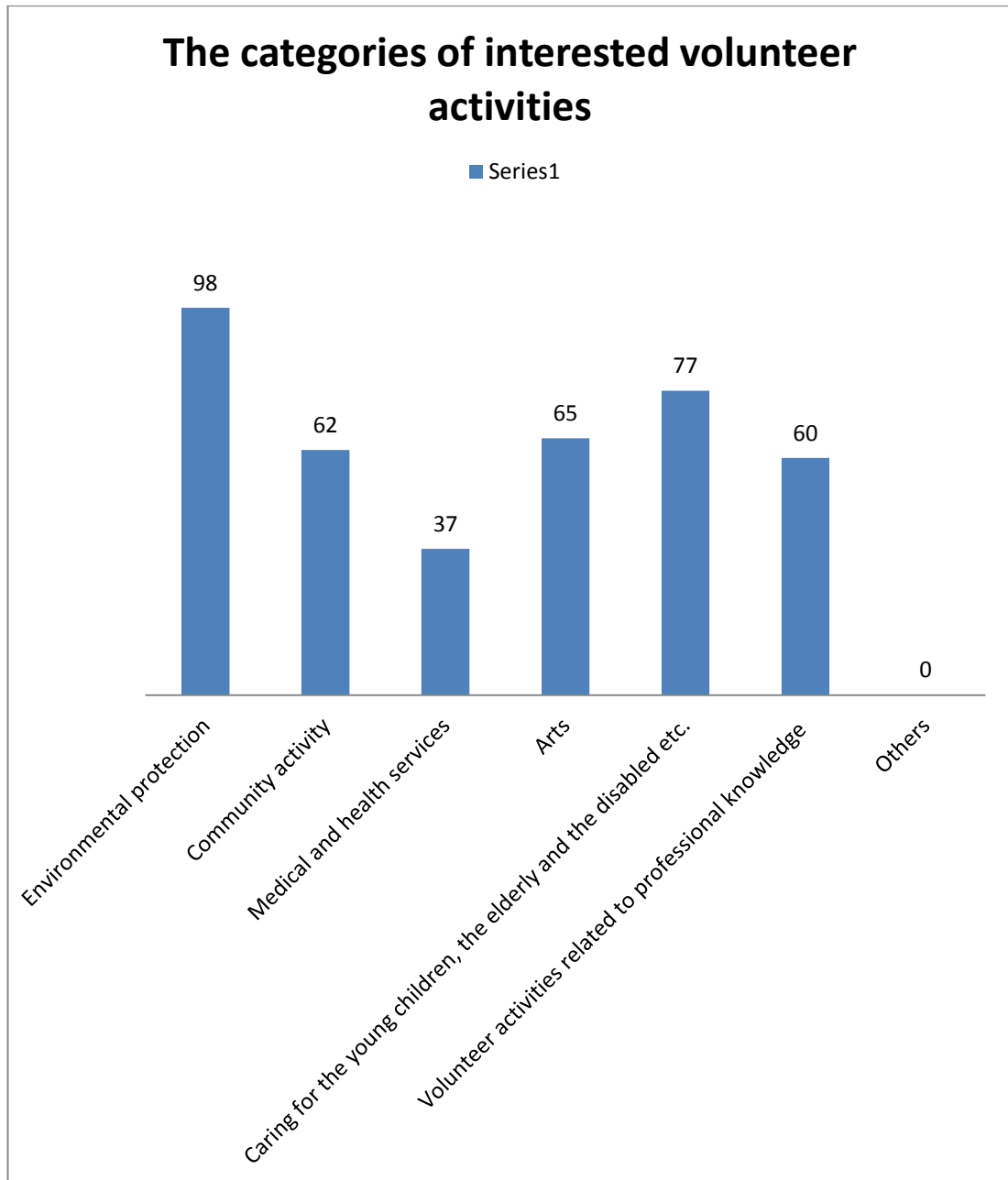


Figure 6: The categories of interested volunteering activities

The results of this question were fairly scattered. Neither of activities listed had overwhelming inclination to preferred volunteer activities. Environmental Protection and Caring for the Young Children, The Elderly and The Disabled etc. held the most interested volunteer activities, 25 percent and 19 percent respectively, Then Community Activity and Arts had the same amount of support (16 percent) from respondents. Lastly, 15 percent and 6 percent of respondents are in favor of Volunteer Activities related to Professional Knowledge and Medical and Health Services.

7.4 The reasons of attending volunteer activities

Question four was designed to collect reasons why employees are determined to take part in volunteer activities in the first place and attempted to get to know employees' initiative motivation. The results of this question, coupled with those of counter-question six (the reasons of keeping employees from attending volunteer activities) were able to reflect on a very explicit status of pros and cons that employees faced in attending volunteer activities.

It consisted of six options available to respondents in question four, Kill Time, Achieve Personal Values, Increase Social Insight, Develop Potentials, Being Influenced by Colleagues, Help the Vulnerable and Others.

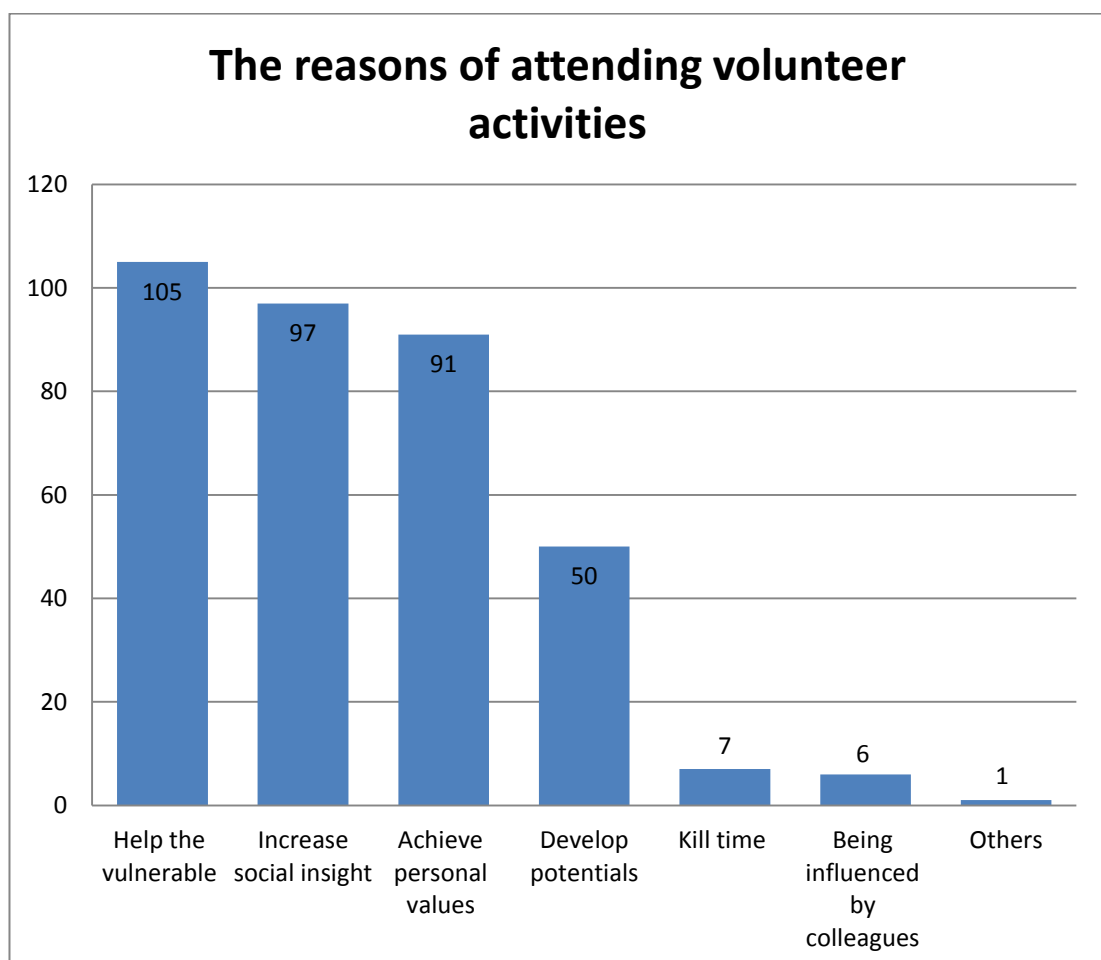


Figure 7: The reason of attending volunteering activities

The most three selected fundamental reasons of attending volunteer activities were Help the Vulnerable, Increase Social Insight and Achieve Personal Values. There were only two percent of respondents respectively who selected Kill Time and Being Influenced by Colleagues. Notably, 14 percent of respondents considered Develop Potentials as their first priority. Only 2 percent of respondents thought Kill Time as the main reason to take part in volunteering activities.

7.5 The time spent on volunteer activities

Question five indicated how many hours respondents would like to spend on volunteer activities from nonparticipation to more than 20 hours per year. It showed CSR department a quantitative time span that respondents were proactively willing to take part in.

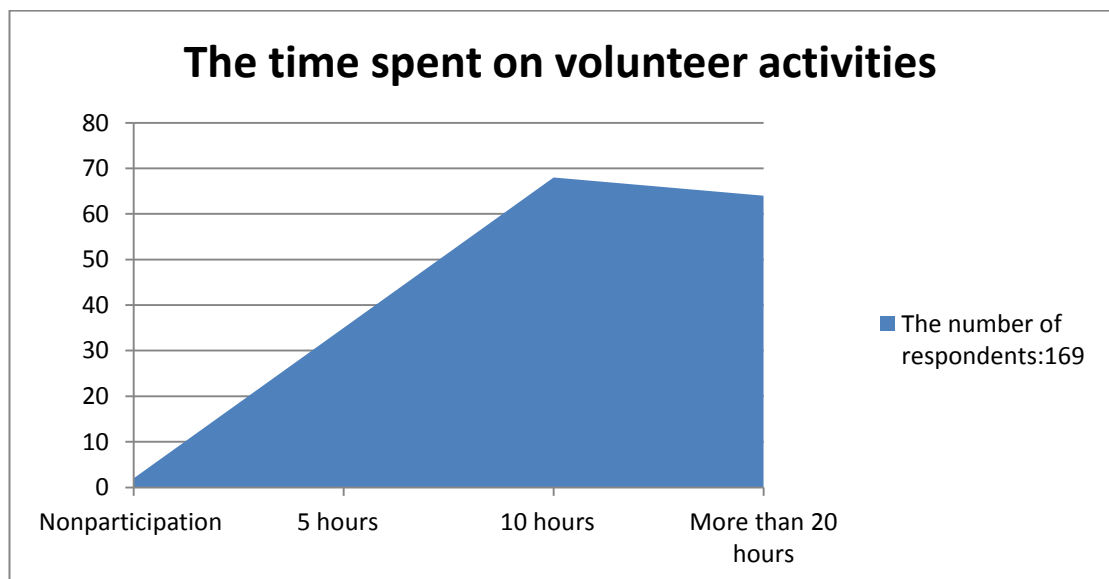


Figure 8: The desired time spent on volunteer activities annually

Only two respondents chose not to attend any volunteer activities in this question. The number of respondents (68) reached the peak in the graph when choosing to spend ten hours per year, followed by 64 respondents who were willing to spend over 20 hours per year. There were still 35 respondents who are able to spend 5 hours every year on volunteer activities.

7.6 The reasons of keeping employees from attending volunteer activities

Question six was complementary to question four, demonstrating the major factors to prevent respondents from attending volunteer activities. It included five options, Lack of Time, Lack of Channels to get more Information, Lack of Interests, Lack of Support from Management and Others.

Both question four and six were able to provide reliable data that can be interpreted to uncover the truth of employees attending volunteer activities.

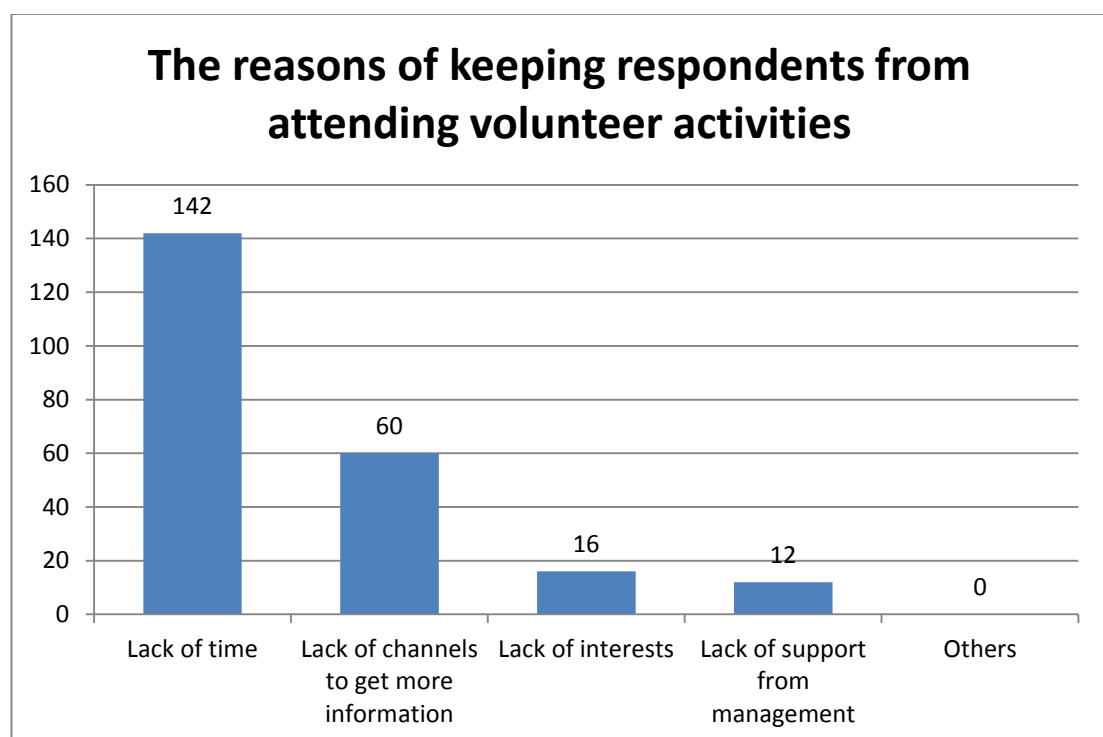


Figure 9: The reason of keeping respondents from attend volunteer activities

142 respondents, made up 62 percent of total respondents, claimed that Lack of Time was the major reason to prevent them from attending varied volunteer activities. 26 percent of respondents stated that they can't get enough information because of lack of channels. 7 percent and 5 percent respondents deemed that Lack of Interests and Lack of Support from Management were key factors.

7.7 Open questions

Respondents enthusiastically wrote lots of advice and recommendations for the case company given the fact that they were given better gifts if they could answer open question. In a sense, tons of valuable comments were received via questionnaire survey.

Majorities of respondents gave comment on time flexibility of attending volunteering activities, claiming that they don't have so many other alternatives of attending volunteering activities at their spare time and prefer to devote their time at weekends or in national holidays on those events. In addition, quite a few respondents stated that they could be by no means attending any time-consuming activities because of high pressure from work.

Some of respondents also pointed out that they hope there would be more channels of getting to know information of attending volunteering activities in preference to being informed via emails. There were more than ten comments on lacking of channels to get information even if they sometimes deeply hope to participate.

Some respondents also poignantly suggested that they need to have more support from management because most of volunteering activities really cost a great amount of personal time of employees. And they also suggested that encouraging managers and directors to get involved in volunteering activities was highly recommended and motivation of regular employees would be simultaneously raised to do so.

Notably, having more alternatives of volunteering activities was commented constantly. More and more respondents were willing to take part in more diverse programs besides the traditional ones of the case company, including giving IT lectures to high school students or IT hardware and software support for communities and NPOs. Some respondents mentioned that they were more than happy to take part in some intriguing and social events such as arts, charity run and tree planting etc.

Some comments were very valuable but interesting recommendations on the development of CSR and corporate volunteering. One person suggested that it would be

much efficient to promote volunteering activities and increase participation rate if there would be an assigned contact person in each department or group. Another person also helpfully gave advice that CSR department could issues monthly or quarterly newsletter of the latest volunteering activities, sharing stories of employee volunteering and noticing upcoming volunteering events. Two respondents suggested that CSR department could highlight several key volunteering programs as annual events at the case company. Those comments were fairly useful and pragmatic for CSR department.

7.8 Registration form results

This was the second part of the questionnaire, aiming at recruiting volunteers through questionnaires. Three closed questions and one open question were contained in registration form.

The first question was to ask respondents whether they wanted to be volunteer leaders or regular volunteer participants. Volunteer leaders are able to lead and guide employees to get engaged in volunteering activities, having strong commitment to volunteer spirits and showing enthusiasms in attending events and encouraging others. Whereas regular volunteer participant will not take a particular lead to volunteer activities, taking part in volunteering activities to give a hand. The second question was directly to ask respondents whether they wanted to be volunteers in Beijing or not.

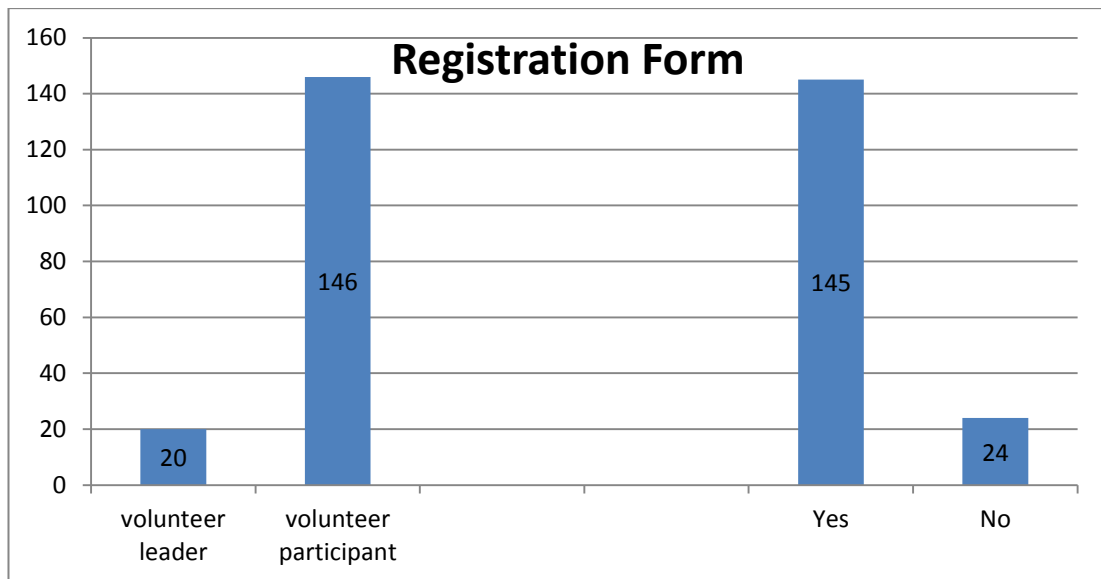


Figure 10: The statistics of registration form

On the left side of bar charts showed there were 146 respondents willing to attend volunteer activities and 20 employees hope to be volunteer leaders. But there are 3 results out of 169 replies missing in this question partly because they don't want to attend any volunteering activities and become volunteers.

On the right side of bar charts showed how many employees who answered the survey were willing to take part in volunteering activities. 24 respondents unequivocally confirmed that they were not ready to take part in any volunteer activities in Beijing office. And there were still as many as 145 respondents determined to be corporate volunteers.

In the third question of registration form it was intended to ask respondents which types of professional services they would like to offer. There were five options, Hardware Support, Software Support, Art Designing, Filming and Others. Thanks to the fact that the case company is a high-tech multinational, majorities of employees possess skills of hardware and software engineering and development. So these five options were highly linked to regular job duties of employees.

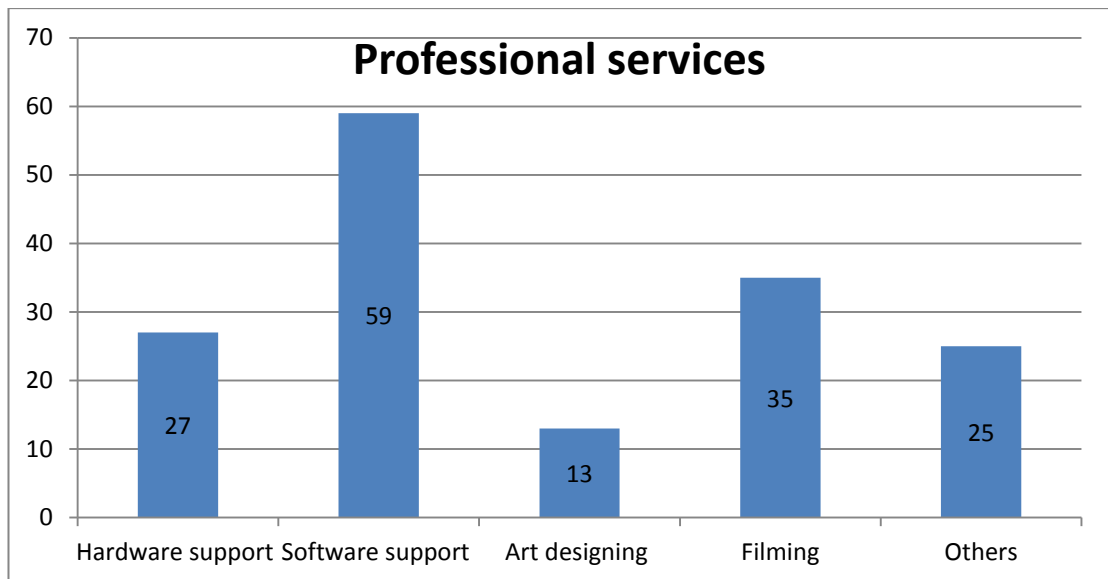


Figure 11: The types of professional services respondents would like to offer

The chart showed that 59 respondents chose software support, which was the most popular option in this question, followed by 35 respondents willing to provide filming support. And there were still 27 respondents selecting hardware support and 13 respondents merely wanted to dedicate themselves to art design. However, 25 respondents selected Others in which some of them just ticked off without giving any concrete answers.

8 RECOMMENDATIONS

Recommendations of this research were solely based on the results collected in the questionnaire survey. There were two purposes of this thesis:

- To measure the employee perception of CSR and volunteerism in Beijing office via questionnaire survey
- To acquire the potential number of employees resisted to attend volunteer activities in Beijing office

Clearly, there are a great number of obstacles and challenges when it comes to developing the long term impact on CSR and volunteerism in the companies. By meticulous quantitative and qualitative analyses and three months on-site observation at case company three recommendations in the light of the first purpose can be given

- Commit to setting up appropriate record mechanisms
- Commit to increasing on tools
- Commit to cooperating with other key stakeholders

Commit to setting up appropriate record mechanisms

If CSR department at case company truly want to have impact on employees with volunteering programs, it is necessary to set up a mechanism where employees can track their inputs and outputs. So both companies and employees can easily find out who is involved, what people are doing and who they are helping. Most importantly, this mechanism can record input such as hours served and projects completed by employees, output such as number of the vulnerable helped and NPOs equipped with IT soft wares. It showed in the questionnaire that 78 percent of respondents were willing to spend 10 hours and more than 20 hours per year on volunteering activities. So Beijing office had very solid support from employees and it is vital to make those input recorded correctly. Those records can be also an evidence for the case company to be

issued and used in CSR report and other related documents. Unfortunately, there was no record mechanism in Beijing office or the case company, China for this matter.

CSR department in Beijing office can take full advantage of experiences of setting up volunteering program record mechanism which has been already conducted by the case company, US. This program was named after 'I am in' and it's the largest volunteering program at case company US but in China there was no proper record mechanism to calculate how many hours of volunteering employees spent.

In addition to tracking inputs and outputs, company also need to solicit feedback from employees and communities they cooperate with. Employees are able to give their comments and recommendations after completing every single volunteering event no matter what the size or scale of the event is. Through the system of employees' feedback, companies can learn what employees specifically like or dislike about a particular event. Moreover, CSR department can receive recommendations to improve upcoming company-sponsored events and build and strengthen initiatives based on their feedback.

Establishing an appropriate volunteering program mechanism is dramatically important to measure and track how employees and local communities feel about the case company's programs. Meanwhile, such mechanism is able to entice more employees and attract more communities to take part in the subsequent events and activities.

Commit to increasing investments on tools

Since CSR was one of key corporate strategies at case company, company needed to commit to improving investment on necessary tools, tutorials and know-hows for employees and communities to attend volunteering programs

According to the results of questionnaire survey, there were 121 respondents willing to provide volunteering services on hardware, software and filming. However, these three services were closely associated with what employees actually work on a daily basis. So case company should give more funding on teaching and tutoring employ-

ees some other skills they can use to help local communities such as in arts, environmental protection and caring for the disabled etc., which were highly supported by 60 percent of respondents who were happy to take part in some other interesting programs.

Managers in CSR department at case company always claimed then that they don't have enough budget and resources available to measure and evaluate volunteer programs and it is self-evident that the first recommendation of setting up mechanism would not hold true if CSR department was not able to be financed fairly. To ensure that the case company can cultivate proper corporate volunteers with skills, a number of human capital investments need to be considered for example, training and educating volunteer leaders, bring help from outside consultants and academics and recruiting experts from NPOs etc.

Admittedly, planning more budgets on volunteering would be a hard decision for management to make because corporate volunteering can't be regarded on the same level of Sales and Marketing or R&D that can contribute to financial benefits for the case company whereas corporate volunteering has been regarded as another approach to wasting money by some management. However, CSR efforts including corporate volunteering can bring benefits for company by creating the appearance of being 'good corporate citizens and CSR can give company competitive edge if the case company can provide appropriate financial supports for CSR department and approach it strategically.

Commit to cooperating with other key stakeholders

The main reason of preventing employees from attending volunteering events at case company is lack of time, 62 percent respondents opted for this. And 26 percent of respondents claimed that they were not able to participate because of lack of channels to get more information.

Both reasons bring to the third recommendation, commit to cooperating with other departments. I had to admit that one of the best recommendations received was actually from some respondents commenting on the open question. They suggested that it

would be improving network amongst different departments and groups at case company if there could be a contact person in each department responsible for promoting CSR and volunteering activities and recruit employees routinely. By setting a contact person to interact with other employees in the department, the case company can be better positioned to promote corporate volunteering activities. And it was also to set up a new channel that employees can get information concerning volunteering programs. They can not only get monthly newsletter of corporate volunteering at case company and visit official websites of company volunteering but also ask for direct help and enquiries from the contact person in their respective departments.

Apparently, one of those goals of many corporate volunteering programs was to better cooperate with local communities where employees live and work. Therefore, the case company needed to have deeper networking with local communities and NPOs. In addition to NPOs, public sector is also a very important stakeholder to develop networking with. Especially in China, government is sometimes able to have substantial power to support or promote corporate volunteering events. So case company need to reach out to local or state government to cooperate with them, attempting to attract the interests of government to bolster corporate volunteering at case company, since case company is one of the largest foreign companies in China.

Cooperation with key stakeholders can be also transformed into a vibrant and dynamic platform where different stakeholders can get benefits from each other and work together. One of the key strategies for CSR department at case company is to drive social innovation in China with its IT expertise to create a better society in China so cooperation with key stakeholders is indeed indispensable.

For the second purpose of thesis was to acquire the potential number of employees resisted to attend volunteer activities in Beijing office. And the results were very positive. 145 employees out of 169 respondents were determined to take part in corporate volunteering events and 20 employees were eager to be volunteer leaders at case company to lead and guide prospective volunteers.

It was quite necessary for CSR department to contact those 20 employees who want to be volunteer leaders. Those 20 volunteer leaders can exemplify what volunteerism

at case company really stands for and also become role models for other corporate volunteers at case company. On the other hand, some respondents mentioned that they were not able to attend volunteering events due to encourage and supports from management. If those managers or directors in each department could attend volunteering activities it would be a very effective stimulus for others employees to follow. And those managers can also play roles as volunteer leaders, encouraging employees to attend programs and increasing employee morale while managers and employees get engaged in volunteering activities together.

9 FINAL WORDS

I started writing thesis since October in 2011 and conducting questionnaire survey in the summer of 2011 when I worked as a summer intern at case company. It was such a privilege for me to be able to work at case company and later be given an opportunity to write my own thesis on the subject of corporate volunteering.

Corporate Social Responsibility (CSR) is aligning business with the world's need. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through engaging activities on communities, employees and consumers. Nowadays corporate leaders find it is extremely important to set up relations with local communities where companies operate. Corporate volunteering is the cornerstone for companies constantly to have cooperation with local communities and NPOs. Case company has got such a long tradition of spreading out volunteerism amongst employees and the results of this thesis could further help CSR department in Beijing office increase participation rate of employees and set up more and more intriguing events.

The research of the thesis was conducted via questionnaire survey. 169 respondents completed questionnaires in the annual campaign 'Why I Work at Case Company'. Approximately 400 hundred employees were present in the event and the response rate was 19, 43% in terms of the total number of regular employees in Beijing.

The analyses of research findings revealed lots of important facts that CSR department might consider before. To further establish new understandings on those findings, diagrams were used to concisely illustrate data. Three key recommendations based on the analyses of data were presented by author.

During the course of writing thesis I was highly motivated to complete my thesis over the past seven months with the aid of my supervisor Sakari Nurmela whose patience and guidance directed me to overcome lots of obstacles. In short, this thesis has taught me a lot about theoretical concepts of both CSR and corporate volunteering and also has given me an opportunity to improve analytical ability through dia-

grams. After three months internship and eight months thesis writing I have been intrigued by the world of CSR and have decided to pursue my higher education on CSR and hopefully to start a career with regard to CSR.

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■■■■■■ 志愿服务调查表

姓名： _____ 部门： _____ WWID： _____

1. 您所了解的CSR (Corporate Social Responsibility) 部门的工作包括以下哪些方面？（多选）

- 志愿者活动&社区建设 教育
 环境保护 社会公益组织能力建设

与培养

- 中小型企业创新能力建设与培养 其他 _____

2. 您认为CSR部门对于公司的发展重要吗？

- 非常重要 比较重要 一般 不太重要 不重要 原因 _____

3. 您最有兴趣参与的志愿活动的类型是什么？（多选）

- 环境保护 社区活动 医疗卫生及健康领域服务
 艺术创新 关注弱势群体（儿童青少年、老年人、残疾人等）
 与专业知识相关的志愿活动 其他 _____

4. 您参加志愿活动的主要原因是什么？（多选）

消磨空闲时间 实现个人价值 增长社会见识 发挥自己潜能

- 受亲友影响参加的 帮助有需要的人 其他 _____

5. 您将来愿意参与的志愿活动的时间是多少？

- 不参与 每年5小时 每年10小时 每年20小时或以上

6. 阻碍您参与公司的志愿活动的主要因素是什么？（多选）

- 时间因素，与个人生活或工作学习相冲突
 信息因素，缺乏渠道了解更多的志愿活动
 兴趣因素，没有兴趣参与志愿活动
 缺乏领导的支持
 其他 _____

7. 您对于今后公司的志愿活动有何建议？

■■■■■■ 志愿活动参与登记表

自2011年9月起，每月中旬为IN■■■■■■ 京志愿者服务日，我们期待您的参与！

1. 您愿意在志愿服务中担当的角色？

- 志愿者领导 普通志愿活动参与者

2. 您是否愿意加入公司志愿者社团？

是 否

3. 您愿意为志愿活动提供的专业服务类型？（多选）

硬件支持 软件支持 美工设计 摄影摄像 其他_____

4. 您的爱好及其他特长技能？



Volunteer Service Questionnaire

NAME: [REDACTED] DEPARTMENT: [REDACTED] WWID: [REDACTED]

1. In the following aspects, Which do you think that CSR (Corporate Social Responsibility) department should be responsible for? (Multiple Select)

- Volunteer activity & community construction
 Education
 Environmental protection
 NPOs construction and cultivation
 SMEs innovation capability construction and cultivation
 Others _____

2. Do you think CSR department is crucial for [REDACTED] China's development?

- Very important
 Important
 Somewhat important
 Somewhat unimportant
 Unimportant

3. If you are interested in the following volunteer activities, please indicate which you would attend? (Multiple Select)

Environmental protection
 Community activity
 Medical and health services

- Arts
 Caring for the young children, the elderly and the disabled etc.
 Volunteer activities related to professional knowledge
 Others _____

4. What are the fundamental reasons for you to attend volunteer activity? (Multiple Select)

- Kill time
 Achieve personal values
 Increase social insight
 Develop potentials
 Being influenced by colleagues
 Help the vulnerable
 Others _____

5. How many hours would you like to attend volunteer activity per year?

- Nonparticipation
 5 hours
 10 hours
 More than 20 hours

6. What are the major factors to prevent you from attending volunteer activity? (Multiple Select)

- Lack of time
 Lack of channels to get more information
 Lack of interests
 Lack of support from management
 Others _____

7. What's your advice or recommendation for [REDACTED] volunteer program?

[REDACTED] Volunteer service Registration Form

We are looking forward to your participation of Beijing Volunteer day of each month since September of 2011.

1. What kind of roles you would like to play in volunteer service?

Volunteer leader Volunteer participant

2. Would you like to take part in [REDACTED] Volunteer Society?

Yes No


**3. Which type of professional service you would like to offer?
(Multiple Select)**

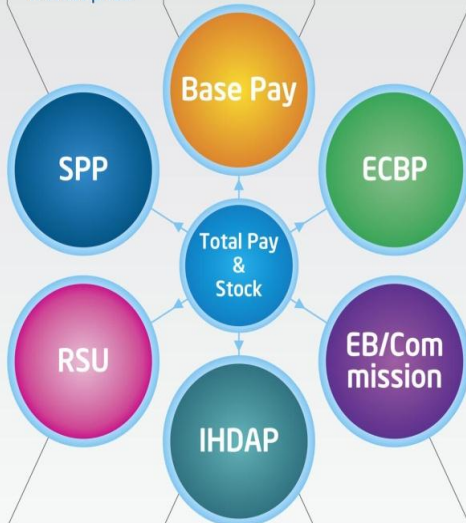
Hardware support Software support Art designing Filming Others _____

4. Your hobbies or other skills?

Why I Work at

Total Pay & Stock

- SPP allows employees to buy  shares at a 15% discount from the market price.
- The foundation of our T-Comp.
- A profit sharing program that offers cash rewards to all employees twice per year.



-  Grants RSU every year based on meritocracy.
- Served as housing financial aids to employees.
- Variable component of our T-Comp.



 **Get HR Help**
Now available through phone, chat or e-ticket!

Why I Work at

Career Development

Diverse Career Path



Manager as Coach

Sign up for Career Chat 1:1 with Arthur

Any career related topics are welcomed in this safe & Private conversation

- Understand the career success recipe in PRC
- Verify your wild career thoughts
- Explore potential business and career opportunity
- Establish personal connection with PRC leaders

Invited Coach: Arthur Fang
Technical Assistant to Ian Yang

- Has been with Intel for more than 12 years
- Started the journey in South Region as Channel Sales, then took various roles such as PRC Serve Sales Manager, BDM for EPSS, South Regional Sales Manager and etc.
- He has also taken a rotation in Data Center Group in Oregon.



Open Internal Job Market

-  **43** internal transfer happens in 1st half
-  **10** promo from IC to mgr
-  **34** happened within PRC SMG

Experience Learning Opportunities

-  **16** DOT happens in 1st half
-  **6** international rotations
-  **10** between PRC SMG & other biz groups

Exciting & Challenging Job Content

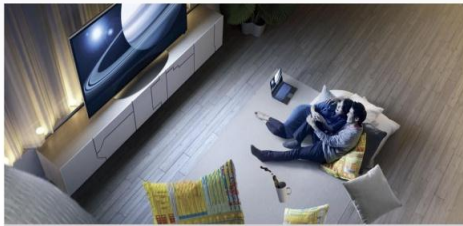
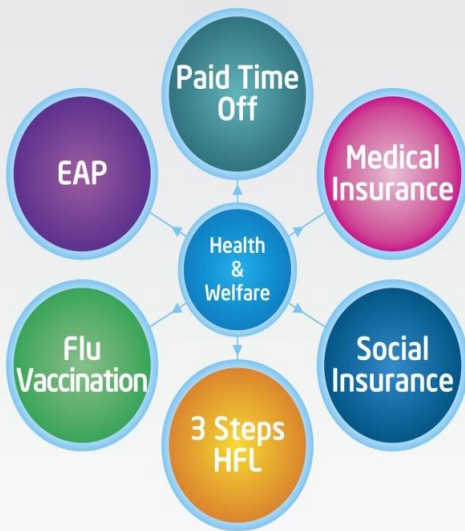


Why I Work at CC

Health & Welfare



Health and Welfare: Encompasses non-cash elements of t-comp package. Designed to promote employee well being, now and in the future.



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Why I Work at CC

GPTW

Yali Liang
GTC Union Rep

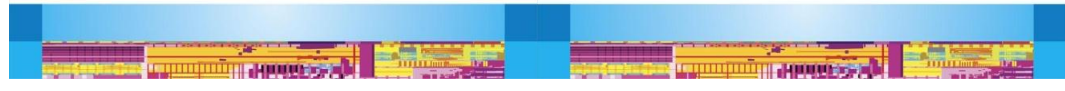
Edward Wen
Social Club Chairman, SSG



We can play!



5 Star Work Environment and Services :



公益创新 我要参与

CC

“芯世界”公益创新奖

(Social Innovation Awards for Non-Profits, IANP)

由英特尔中国与民政部共同发起主办，希望通过帮助那些可以提供高效社会产品的公益组织，从而为社会的发展寻找创新的力量。利用创新的技术和手段，来推动公益创新、教育创新、中小企业创新、社区创新等各种形式、多种领域的社会创新。已经先后有近30位同事参与其中提供各类专业志愿支持，第三届会有你吗？

CC

云公益平台

(www.cloudnpo.org)

云公益平台是由英特尔公司发起并开发，北京惠泽人咨询服务中心、厦门数字营销、公益组织发展双心(NPI)联合运营的在线社区。云公益平台致力于为公益组织、企业和志愿者打造一个在线协作平台。现阶段平台主要有3大功能：爱学习、乐志愿、集善品。内测进行中，欢迎加入。请联系：chao.xue@intel.com

CC

ICT专业志愿者联盟

(ICT Volunteer Alliance)

英特尔、爱立信、百度、友成企业家扶贫基金会、商务社会责任国际协会(BSR)以及惠泽人联合发起，是一个开放性的专业志愿者网络，将依托于“云公益平台”，汇聚ICT行业的志愿者力量，通过为公益组织提供能力建设培训、专业技术支持和组织发展咨询等活动，提升公益组织在ICT方面的应用能力，以信息化促进公益行业健康有序的发展，倡导和传播志愿精神。



实现志愿者的理想
我们期待您的参与

I am in 我要参与



1. 每小时志愿服务公益机构
获赠4美元捐赠

2. 登陆 volunteer...
记录您的志愿时间

3. 成为志愿者领袖，将有机会荣获
Awarded Hero Award

4. 分享您的专业知识、志愿
精神和技能

如欲了解更多信息，请参阅员工志愿者服务网站 volunteer.intel.com